

Our strategic pathway

By 2026

By 2029

Vision for 2032 and beyond



A sustainable and affordable Scheme

- Review and strengthen integrated management of covenant, investment and funding
- Complete RIWG review of ESG by 2025 and begin implementation
- On track for strategic asset allocation by 2028
- Explore attractiveness of risk reduction strategies (buy-in)

- Implement 2026 actuarial valuation outcomes, noting wider stakeholder wants and needs (n.b. SNC MOU)
- Approach 50% reduction in carbon emissions (2030 target)

- Open and growing DB/DC Scheme
- Stable and sustainable DB funding position
- Exceed 50% reduction in carbon emissions and on track for net zero by 2050 or sooner



Benefits and service that are valued

- Implement hybrid DB/DC services with additional support for employers
- Connect to pension dashboard
- Review possible member options exercises
- Deliver PMOC
- Deliver enhanced systems and support for employers

- Deliver flexible retirement
- Deliver digital quotations and retire online
- Deliver member guidance at retirement
- Complete trivial commutation exercise

- Trusted Scheme of choice for employers and members
- Secure tools to support self-service and guidance for members
- Comprehensive, automated validation and reconciliation process for employer submissions



Well-managed and well-governed

- Continue protecting members against scams and cyber threats
- Deliver GMP equalisation
- Deliver enhanced UPM automation (Civica UPM retained as main admin system)
- Deliver improved integration and performance of internal systems and tools

- Explore, plan and deliver further technological opportunities
- Agree timeline for review of future delivery of SAUL Start administration (L&G to provide services pending review)

- Remain compliant with all applicable legislation and guidance
- Safe and secure for all members
- Continue delivery of demonstrable VFM



Motivated and capable teams

- Bed in CEO, EMT and associated changes
- Maintain application of EDI policies
- Continue active support for staff wellbeing given relentless pace of change
- Equip staff to support hybrid service
- Continue to review and strengthened staff engagement
- Further promote focus on CSR

- Achieve three-star rating using Best Companies framework (or equivalent)
- Put in place supported pipeline of Trustee Directors and SNC members framework (or equivalent)

- Positive, collaborative culture, focussed on member's interests and with EDI embedded
- Maintain SAUL's excellent reputation as a Trustee and as an employer
- Equip Trustee and staff to deliver effective governance and agreed services

SAUL